



Committee of the Whole  
Agenda Item No. 1(D)2

August 23, 2007

**JOE A. MARTINEZ**  
**MIAMI DADE COUNTY COMMISSIONER**  
**DISTRICT 11**

## Memorandum

To: Honorable Chairman Bruno A. Barreiro and  
Members of the Board of County Commissioners

From: Joe A. Martinez, Commissioner 

Date: August 21, 2007

Re: FY 07-08 Budget Recommendations

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I am submitting additional recommendations to the Board of County Commissioners (Board) as it relates to the FY 07-08 budget process. These recommendations are in addition to what we have discussed in prior meetings and my individual budget recommendations that were submitted to the Board via memorandum on March 5, 2007, which is attached herein (Attachment 2).

While I have consistently stated that the Board needs to conduct line item reviews, I also think that we need to go a step further by conducting reviews based on the approved Pay Plan. This way, we assure that the bureaucracy of this government is not top heavy and that we are providing direct services as opposed to allocating an exorbitant amount of dollars for "administration." To this end, I asked the Office of Strategic Business Management (OSBM) and the Commission Auditor to provide me with a staffing report based on the Board approved Pay Plan that depicts monetary allocations made to each department for administration and/or executive offices – this does not impact our collective bargaining agreements nor is my proposal intended to do so. OSBM has already provided the reports for those departments that fall under the jurisdiction of the Budget and Finance Committee and are soon to disseminate the remaining departments.

Based on this information and the attached report (Attachment 1) that I requested from the Commission Auditor pertaining to departmental "administration/executive" designations by department, I believe that it would be fiscally prudent to reduce the proposed allocation for those specific areas/functions by 15% from the FY 06-07 allocations in order to yield additional savings. Based on the attached report, if this were adopted across the board to all departments, it will generate a savings of approximately \$56.1 million as compared to FY 06-07. Please keep in mind that this is for salary and fringes as well as other operational expenses allocated for those departmental divisions/services designated as administrative/executive.

These reductions would be in addition to department-wide reductions that have also been proposed by our colleagues and the Administration. Furthermore, please note that reductions within the departmental administration/executive divisions *should not* affect services to our residents.

If we can further reduce the bureaucracy by \$6.1 million, we can provide additional relief to our residents, fund vital programs that have been reduced or eliminated by the Administration and fund those programs and services that are essential to the community. I wholeheartedly agree with Senator Souto's assertion of the budget process and also support many of the recommendations to recapture allocations proposed by the Administration to areas that will be prioritized by the Board. I would also like to commend Commissioner Gimenez for putting forth his recommendations to the Board and support his proposal to further reduce the millage rate. Furthermore, on August 13, 2007, I also requested the Administration to provide a report to the Board as it relates to the County's vehicle fleet with the exception of the Police Department, the Fire Department, and the Corrections Department to include the number of vehicles, 24-hour vehicle assignments for both essential and non-essential personnel. While the information has not yet been provided, I anticipate the numbers to be quite high and the costs associated with the fleet and the current procedure to be alarming. I would instruct the Administration to review the 24-hour vehicle assignments in an effort to assure that those assignments are based on essential personnel only, thus reducing our fuel costs as well as minimizing the County's liability.

As stated in my August 17, 2007 memorandum, the actions taken by the Administration last week demonstrated the need to ensure that in the future, the Board (governing body) has the necessary resources and expertise independent of the Administration's staff to conduct the business of Miami Dade County – most importantly the budget process. As stated in said memorandum, I believe that in order for the budget process to work effectively and in the best interest of those we represent, the Board needs to have independent staff assigned to each Board Committee under the auspices of the Commission Auditor that can effectively provide the institutional knowledge and advice to adopt a fiscally prudent budget, allowing the Board to perform its obligations under the Charter – a process that needs to commence October 1. I want to be clear that I am not proposing to create additional bureaucracy or allocate additional monies for this function but rather, from a budgetary perspective, re-allocate a portion of the multimillion dollar budget from the Administration to the Board. Finally, in order to assure that budgetary controls remain under the jurisdiction of the governing body, I am also proposing changes to the Ordinance related to budgeting by amending section 2-1796 which rescinds the authority of the Administration to make certain intradepartmental budget amendments without prior Board approval, prohibiting transfers of funds from one department to another without prior Board approval and prohibiting transfers of funds to a newly-created department without prior Board approval. I have asked that this item be on the September 4, 2007 Board agenda for First Reading. This proposed change will allow the Board to assure that the services being provided are indeed those set in motion by policies and priorities identified by the Board.

Memorandum to Honorable Chairman Bruno A. Barreiro and  
Members of the Board of County Commissioners  
FY 07-08 Budget Process Recommendations  
August 21, 2007  
Page 3

I look forward to a fruitful discussion at the Board meeting that has been scheduled by the Chairman and hope that we can move forward in a manner that will bring additional relief to our residents than what is already being proposed while maintaining the quality and level of services.

If you should have any questions please call me at (305) 375-5511.

JM/jim

**Attachments**

Cc: Honorable Harvey Ruvin, Clerk of the Courts  
Abigail Price-Williams, Acting County Attorney  
Javier I. Marques, Chief of Staff, Office of Commissioner Martinez  
Kay Sullivan, Clerk of the Board  
Charles Anderson, BCC Commission Auditor  
Joe Rasco, BCC Office of Intergovernmental Affairs

[illegible]

\$232,203	\$218,845
\$95,576	\$73,085
<u>\$341,279</u>	<u>\$295,699</u>
\$4,718,957	\$4,879,698

**(Form 1041)**



**JOE A. MARTINEZ**  
**MIAMI DADE COUNTY COMMISSIONER**  
**DISTRICT 11**

**Memorandum**

**To:** Honorable Chairman Bruno A. Barreiro and  
Members of the Board of County Commissioners

**From:** Joe A. Martinez, Commissioner 

**Date:** March 5, 2007

**Re:** FY 2007-08 Individual Budget Priorities and Recommendations

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In addition to presenting the Board of County Commissioners (Board) with a Budget Message as the Chairman of the Budget and Finance Committee for FY 2007-08, I am also submitting my recommendations and priorities in an effort to have healthy debates on said priorities so that we could ultimately adopt a fiscally prudent budget that addresses not only individual District needs but also pressing Countywide issues. During this year's budget process, I would urge the Mayor and my colleagues to put forth their top priorities and recommendations so that Commission Committees can successfully review the Board's priorities as well as those of the Mayor. This will provide an avenue for us to not only adopt a balanced budget but also one that is representative of the County as a whole while addressing District specific issues as presented by my colleagues. I believe that by addressing these issues at the onset, will allow for a more cohesive and in depth review of the process and therefore allowing us to appropriate necessary funding and eliminating waste throughout Miami-Dade County Government.

An open and transparent process will provide an avenue for the Board to adopt budgetary policies and recommendations that are truly in the best interest of the County and our residents. As stated in my Budget Message sent to you on Friday, March 2, 2007, adopting firm policies and reviewing all programs/departments and their respective budgets closely, will enable us to adopt similar review and appropriation of funds that have proven effective in the State and Federal Governments. I look forward to working closely with all of you. I also look forward to engaging in debate with my colleagues in order to address their priorities for the County and their respective Districts. I believe that these recommendations as well as my listed priorities will ultimately provide an avenue for healthy debate and compromise.



## **Public Safety**

I would ask that the Mayor and the administration explore additional crime fighting initiatives that will directly address crime ridden areas that have recently been prone to gun violence affecting our youth. I would further ask that the police department continue to aggressively recruit police officers and provide adequate training, and appropriate funding be in place to increase the number of recruits per class which are currently at an average of 34. Furthermore, we need to fund these classes so as to ultimately fill vacant position within districts and ultimately reduce response times. In order to effectively attain these goals, the Board should direct the administration and MDPD to augment the Public Service Aide (PSA) program so that sworn officers can concentrate on crime fighting initiatives and allow for the PSA's to handle non-criminal issues such as routine traffic accidents.

Enhanced Enforcement Initiatives (EEI's) have proven to be quite effective since its inception as a pilot program of former Mayor Alex Penelas. Throughout the last couple of years, there has been a direct link to the lowering of crime within our community and the EEI programs. To this end, I would recommend to the Board that it augment the level of funding for this program and request the administration and the department to specifically allocate additional funding for EEI's across the board and also augment funding of specific programs/initiatives designed to reduce the criminal activity related to youth gun violence.

I have consistently asked the administration to explore the possibility of merging numerous administrative functions of the Corrections and Rehabilitation Department with the Miami-Dade Police Department, such as internal affairs, personnel, procurement, quartermaster, and training and development to name a few. I would urge my colleague, Commissioner Moss, as the Chairman of the Health and Public Safety Committee to further review these issues and develop policy that directs the administration to begin this process. I look forward to working with Commissioner Moss and my colleagues on this issue.

Doing so will streamline both departments and allow for savings in revenues that can be applied to hiring of additional police and correctional officers and the ability to also address urgent capital needs in our facilities.

While I commend the administration for finally placing the much needed fire boat that I originally sponsored in service, we must still augment said fleet to have sufficient coverage countywide with reasonable response times. Second, appropriate funding needs to be in place to replace existing fleet and equipment/vessels that are necessary to address the increase in fire rescue demands. This should be a top priority for the administration and the Miami-Dade Fire and Rescue Department in an effort to immediately address and resolve these issues. I would ask that the administration prepare a cost estimate for these priorities for consideration during the committee budgetary review process.

### **Public Works and Infrastructure**

For the last several years, we have had the need to replace our tree canopy throughout the county as a result of numerous hurricanes and storms that have pummeled through our community. In addition to the trees lost to the hurricanes and storms, the County has lost over 600,000 trees to Citrus Canker. Last year the Board allocated a total of \$4 million to the tree restoration program, a program that has traditionally been funded at approximately \$1 million per year. It is anticipated that the Public Works Department will begin planting trees and restoring our tree canopy in April 2007 and is expected to complete said task by September 2007. In an effort to continue the tree canopy restoration within our community, I would ask that we appropriate an additional \$1 million for the FY 2007-08 Budget and the administration plan accordingly. It is important to note that the county currently only has a 10% tree canopy, whereas most urban areas have a 33.4% tree canopy. By staying committed to this program, we can expect to attain at least a 30% tree canopy by approximately 2020 – barring any unforeseen storms or hurricanes. It is important for us to educate policy makers, administrators, and the community on the importance of the need for a tree canopy, promoting the design of urban spaces that adequately fit trees, and encourage local growers to produce quality species for public right of ways.

The County has undertaken a very ambitious approach to retrofitting signals with illuminated signs in an effort to make our roadways safer and easier for drivers to commute. As such, the Public Works Department is expected to complete approximately 2,000 intersections within the next three years at a cost of about \$10,000 per intersection. It is anticipated that 430 intersections will be retrofitted in 2007. In addition to the use of capital outlay reserves and funding from the People's Transportation Plan (PTP), I would urge the administration to request inclusion in the Florida Department of Transportation's (FDOT) work program and allocate necessary funding towards these much needed retrofits.

While the County is in the process of developing the Advanced Traffic Management System (ATMS) for all 2,650 traffic signals located in the County - having completed 148 in 2006, I urge the administration to ensure that the 1,000 that were promised to be completed in 2007 are indeed integrated into the system expeditiously.

The anticipated completion date is 2009. I would urge the administration to work with the provider to increase the original installs of 100 per month in order to move up this priority for completion in 2008. Doing so will bring noticeable relief to those that commute on our roadways on a daily basis. I would further ask the administration to advise whether additional funding will be necessary to modify the current phases of the program and possibly provide financial incentives to the provider in order to expedite this request and if so, present a plan to the Board for consideration. ATMS in the transit bus corridors coupled with the use of Global Positioning Satellite System will provide for a bus rapid transit corridor and in turn provide for incentives for the use of public transportation.



### **Government Obligation Bond and Quality Neighborhood Improvement Programs**

The County has been able to effectively move projects that were approved in the Government Obligation Bond Program (GOB) and effectively fund and complete Quality Neighborhood Improvement Program (QNIP) projects as approved and prioritized by the Board. However, the Expedite Ordinance utilized to award capital projects such as those within GOB, QNIP, and other capital projects approved by the Board is no longer available due to a trigger exercised by the passage of the most recent referendum. Without said ordinance, the contract award process now reverts to a six to seven month process. This ordinance benefited the Public Works Department and the Capital Improvements Office by expediting approved projects and also assisted contractors by not holding their bid bonds longer than necessary. Under the previous ordinance, Board approved capital projects listed in the annual budget could be awarded and brought forth to the Board for ratification. To this end, the Capital Improvements Office is currently preparing a new Expedite Ordinance to bring forth to the Board. Pursuant to issues recently discussed by the Board, I would hope that this new ordinance should more clearly define what constitutes a controversial item which would require Board approval prior to award. As we move forward and demand accountability, I would urge the administration bring forth recommendations as soon as possible for the Board to consider as it prioritizes projects within our community. Such proposals should be inclusive of pre-bid estimate amounts and a process for approval, detailed explanations and recommendations based on the type of work requested, approval limits and specific directives to the administration. The Board approved QNIP 5 during the FY 2006-07 budget process and has hence allocated \$30 million to be spent for said Board approved projects over the next three years - through FY 2008-09.

### **Healthcare**

The health of Miami Dade County citizens is of the utmost importance to all of us. There continues to be over 500,000 uninsured residents in this community. My goal has always been to develop an action plan to address the ever-increasing need for countywide healthcare services for the uninsured by expanding the County's healthcare delivery system. As you are aware, I have developed several different programs in an effort to achieve this goal. During my tenure as Chairman of the Board, I developed the Health Care Task Force which was created and established for the specific purpose of advising and making recommendations to the Board and making recommendations regarding funding for the uninsured, creating neighborhood medical centers and educating residents through community outreach regarding access to and the benefits of primary care. I commend the task force which is comprised of professionals within our community that have diligently worked to create a public/private partnership in order to provide affordable healthcare to the many uninsured residents of Miami-Dade County. This program is in the planning stage and I am confident that we will be able to bring a viable plan to the Board for discussion and ultimately adoption in the very near future.

As such, I would like to thank my colleagues for extending the sunset provision of said task force beyond the tenure of my Chairmanship in an effort to continue the work of these fine professionals with an ultimate goal of providing affordable healthcare.

In addition, I would invite you to join me in reaching out to your constituencies to attend the 2007 Annual Joe A. Martinez Health and Safety Expo which will be held on August 25, 2007, at the Fair and Expo Center located in Tamiami Park. I would urge the administration and the Board to consider augmenting funding levels for organizations such as the Borinquen Clinic that have mobile medical centers that provide Primary Care and Preventive Medicine throughout the County as well as Jackson Memorial Hospital's Carevan.

The administration presented a report to the Budget and Finance Committee earlier this month that discussed the issuance of an RFP for a self-funded medical program. The report depicted that by modifying the existing HMO funding structure from fully insured to self-funded will achieve significant savings in the non-claims component of premiums, which includes excess administrative and risk charges, as well as profit margins. The report further stated that an analysis of the non-claims cost associated with our current fully insured plans for 2005 reflects expenses ranging from 15.3% to 25.8% of premiums, while our self-funded Point of Service Plan had only a 4.1% non-claims expense. Typically, non-claims expenses range from 4% to 7% in a self-funded environment. I look forward to continued dialogue with my colleagues, employees, union representatives, and retirees to determine the best healthcare services in the best interest of our employees and retirees.

The preliminary findings of the report conclude that using a conservative 7% projection, the savings resulting from the reduction in non-claims expenses based on 2007 rates would have been approximately \$22 million. We also need to look at ways to offer additional relief to our employees and those that have retired from the County and are paying an exorbitant amount of money per month in order to maintain healthcare coverage. As I presented my budget message to you last year, I directed the administration to address this issue and proffer solutions - to date none have been proffered to my knowledge for retirees.

### **Affordable Housing**

Miami-Dade County has grown tremendously over the last several years and is expected to continue growing. We currently have over three million residents and a budget that approaches seven billion. However, with growth comes both good and bad for all residents. For those who already own a home, your property values have soared, as such, your equity has increased substantially. However, for others who were renting and who didn't own their home have found themselves in a position which is difficult to purchase a home at the current market prices. Rising property values have made it even more difficult for many of our workforce and our children who are now graduating from college to purchase a home in Miami-Dade County.

Honorable Chairman Bruno Barreiro and  
Members of the Board of County Commissioners  
FY 2007-08 Individual Budget Priorities and Recommendations  
March 5, 2007  
Page 6

This is something that we as a Board need to continue to urge our State Delegation to adopt legislation that will offer relief to all sectors of our community.

Affordable Housing has become a critical dilemma; therefore, I have been working diligently to address these issues. Since the market has slowed down and there are many developers sitting on available inventory, I have proposed several programs that provide for public/private partnerships with the County in order to match buyers with available properties. To this end, I have sponsored a resolution to address these issues and will continue to work diligently to make sure that everyone who is interested in buying a home has an opportunity to do so. The County is also working with many qualified lending institutions that are aware of the many County subsidies which are available to bridge the gap in order to qualify many of our very low to moderate income residents. As a result, residents can now log on to [housing.MiamiDade.gov](http://housing.MiamiDade.gov) to obtain the most recent housing information.

While this does not resolve the current housing crisis in our community, it is a step to at the very least assist a growing number of residents that otherwise would not have an opportunity to rent or own their own home. We must continue to demand accountability from the administration and the Miami-Dade Housing Agency and work with the USHUD in an effort to find amicable solutions that are in the best interest of our residents.

### **Domestic Violence Programs**

The Board has taken many steps over the last several years to assure that the County and the administration augments services provided to victims of domestic violence and focus efforts on also educating our citizens to have the ability to obtain assistance prior to any acts of violence occurring. At the same time, we were faced with the unfortunate hurricane damage caused to the Safespace Center in South Dade in 2005 which has exacerbated an already critical shortage of emergency shelter beds within our County. I would urge the administration to prioritize the re-opening of the shelter as well as services provided to victims of Domestic Violence. As you are aware, available and accessible services can be the difference between life and death for victims of Domestic Violence. To this end, I sponsored an Ordinance that was approved by the Board which calls for a One Stop Center to be erected that has been endorsed by the Miami-Dade Police Department, the State Attorney's Office, the Public Defender's Office, and Domestic Violence Counselors. The County has identified a "turn key" center that would be a perfect fit for all involved and has obtained appraisals to procure at a cost of approximately \$5.5 million. I have discussed this potential center with Dr. Mae Bryant at length as well as the approximately \$8 million that are under the auspices of the Domestic Violence Oversight Board (DVOB). I understand that the DVOB has raised some legal issues pertaining to the use of said funding. I disagree with the legality issue as it relates to the use of the funding for a much needed center. As such, I would urge my colleagues to pursue the use of this funding for the purchase of the center once legal issues are cleared or direct the administration to earmark necessary funding so that we can indeed inaugurate this much needed center in our community.

## **Water Conservation and Related Issues**

Over the last several years we as a Board have adopted numerous programs that promote water conservation. However, for a County that consumes an excess of 300 million gallons of water daily and only reuses approximately 5% is unacceptable and we must do more. During the 2005, State Legislative Session, senate Bill 444 was enacted, changing the way public water suppliers plan and implement water conservation measures. The water protection and sustainability Program created due to these changes provides funding for Alternative Water Supply Projects that are identified in the South Florida water Management Districts' Regional Water Supply Plans.

On November 9, 2006, the South Florida Water Management District issued a "Declaration of Water Shortage Warning." To this end, the Miami-Dade Water and Sewer Department met with the District to address the different ways in which to best communicate with the public. The District's emphasis was in curtailing lawn irrigation and specifically promoting the existing County ordinance that prohibits automated irrigation between the hours of 9:00 A.M. and 5:00 P.M.

In moving forward, I believe that we need to continue debate on how to best increase the reuse percentage of our water supply, limit use, augment the promotion of conservation programs and increase public awareness. In order to assure compliance of existing regulations, I would urge the administration to expeditiously develop and implement an aggressive awareness campaign that has an enforcement component. However, I want to be clear that our focus needs to be on education. Enforcement should be a last resort.

The 2006 hurricane season had a devastating impact on the agricultural community and surprisingly, it was the smaller storms that affected them the most. In larger storms, much of the debris is mixed together and therefore making it difficult for FEMA to differentiate between agricultural or household debris associated with storms. When smaller storms impact our agricultural communities, unlike traditional communities, the agricultural community absorbs the bulk of the financial impact for collecting the debris because FEMA funds cannot be earmarked for mixed/multiple debris. Again, during the aftermath of the 2006 hurricane season, the agricultural community had to wait in order to receive reimbursement.

The agricultural practices sub-committee on disaster debris removal met September 27, 2006 and concluded that the needs of the row-cropper, the grove owners, and the nursery growers are too varied to implement a comprehensive policy procedure. The sub-committee however, proposed several ways that the County can proffer assistance in dealing with the debris classification issue. Some of these ideas include expediting fire permits with reduced fees, developing special services for debris handling and stricter enforcement of illegal dumping. As the 2007 hurricane season approaches, I would urge the administration to bring forth recommendations to the Board that will not only assure protection and assistance to the agricultural community but also allocate necessary funding to help them adequately prepare prior to any storm.

### **Cultural and Recreation Programs**

I have consistently supported our cultural and recreational community as I am a firm believer that the children and elderly within our community directly benefit from programs tailored for them as they gain educational/cultural knowledge and find means to maintain a beneficial social atmosphere in the golden years. Now that the Performing Arts Center is open and the Museum Park soon to come, we have the ability to expand services to our residents and build on our tourism base. To this end, I would urge my colleagues to continue supporting these much needed programs while assuring that the financial support is managed in a fiscally prudent manner. Furthermore, I would urge my colleagues to continue their support of the cultural community's goal and our financial commitment throughout the next couple of years.

As I have consistently stated, the Parks and Recreation Department needs to provide our residents and visitors access to a well maintained park system that offer state of the art amenities that are second to none. As such, I would ask that the administration prioritize maintenance, capital improvements, and repairs at our facilities in order to augment the level and quality of programs offered by the Parks Department. I look forward to continue working with my colleagues in an effort to allocate much needed funding to not only improve our Park and Recreation programs but also to assure that those organizations that have partnered with the Parks and Recreation Department have the necessary tools and adequate funding to provide quality services.

This Board has been instrumental in the aggressive growth of our Library System and since 2004 has been able to successfully inaugurate five storefront mini libraries and one branch library. The system is expected to inaugurate two storefront mini libraries and three branch libraries prior to the end of the FY 2006-07 year. I look forward to continue working with my colleagues in order to assure that the two branch libraries slated to open in FY 2007-08 and the four slated to be opened in FY 2008-09 are opened on time and within budget. We need to urge the administration to stay on track and assure that we expedite these projects in order to bring these much needed services to our residents.

### **Transportation**

There are numerous projects underway throughout Miami-Dade County that encompass multiple-agency involvement to ultimately improve the traffic congestion within our community and in an effort to promote the use of public transportation in the hopes of reducing said congestion. However, some of these ambitious programs require a significant financial contribution and will take numerous years to complete. In order to immediately address this crisis, I have been advocating for a much faster solution that will have a much reduced financial impact. The solution that I am referring to is the diesel Multiple Unit (DMU) project that a number of you are quite familiar with and joined me last year during a demonstration of the project. Currently, Miami-Dade County is evaluating the use of the existing CSX railway alignment to provide commuter rail service from Southwest Miami-Dade to the vicinity of Metro Zoo, to the future site of the Miami Intermodal Center.



Honorable Chairman Bruno Barreiro and  
Members of the Board of County Commissioners  
FY 2007-08 Individual Budget Priorities and Recommendations  
March 5, 2007  
Page 9

This service would alleviate vehicular traffic along several of our most congested roadways, reduce commuter travel time, and save fuel consumption. The proposed rail car produces 72% less pollution than a locomotive and is cheaper to procure. This service would use existing tracks that would be retrofitted to allow for passenger rail cars which in turn would reduce the infrastructure costs. There has been a great deal of public participation and debate that has yielded both support and opposition and I support further debate in order to address all pros and cons to the project so that if approved all issues are addressed and that inconveniences are minimized. I will continue to pursue this project as a priority and look forward to your support in the future as we look to provide relief to those who spend an exorbitant amount of time on our roadways – time they spend away from their families or time that they would prefer to dedicate to themselves.

#### **Homeland Security Regional Training Facility**

This project which I sponsored and aggressively continue to pursue has already yielded some positive traction throughout the Federal Government commencing with the successful outcome of the Base Realignment and Closure (BRAC) exercise which yielded a positive outcome for Miami-Dade County.

I would like to thank all of my colleagues and other elected officials that traveled to Washington and successfully persuaded the Federal Government to augment operations at Homestead Air Reserve Base. Second, the Federal Emergency Management Agency (FEMA) has committed to maintaining a presence in South Dade in an effort to be ready to respond to any disasters to provide relief stemming from hurricanes that periodically affect our community. Furthermore, FEMA has indicated that it will be pursuing a more permanent presence at our South Dade site. The United States Coast Guard has already moved several operations to said site and will be a significant component of the proposals that I have submitted to the Board in the past. With the expansion of our training facilities at the Miami-Dade Police Department and the partnership forged with the Federal Bureau of Investigations (FBI) at said facility, I believe that it would be prudent to continue to aggressively pursue other State and Federal agencies to forge relationships with Miami-Dade in order to indeed bring to fruition a state of the art facility in South Dade that will not only benefit the local law enforcement community and its state of preparedness but also serve as a model for other agencies throughout the country and therefore making it a coveted facility that agencies throughout the Country and abroad will want to visit. The location of the facility coupled with the climate in South Florida will provide for local, state, federal, and agencies abroad to participate in exercises and training programs year round.



Honorable Chairman Bruno Barreiro and  
Members of the Board of County Commissioners  
FY 2007-08 Individual Budget Priorities and Recommendations  
March 5, 2007  
Page 10

### Conclusion

These Budget Priorities and Recommendations are just a few issues that I have championed for many years and those that I truly believe impact the quality of life of those we represent as well as priorities that have been adopted by the Board in the past. While some of the recommendations listed herein may not be priorities for my colleagues, I believe that putting them forth will engage the Board in a healthy budgetary debate that if successful, should address all of those priorities that are important to our citizens. This will provide a forum for compromise that will ultimately benefit those that we represent. As such, I look forward to the budget process this year and I am humbled by the opportunity given to me by Chairman Barreiro in appointing me to lead the Budget and Finance Committee – an important task that I believe will allow us to build upon a process that has proven to be effective.

If you should have any questions, please call me at (305) 375-5511.

JM/jim

Cc: Honorable Mayor Carlos Alvarez  
Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit  
Honorable Harvey Ruvin, Clerk of the Courts  
Honorable Katherine Fernandez-Rundle, State Attorney  
Honorable Bennett Brummer, Public Defender  
Javier I. Marques, Chief of Staff, Office of Commissioner Joe A. Martinez  
George Burgess, County Manager  
Jennifer Glazer-Moon, Director, Office of Strategic Business Management  
Murray Greenberg, County Attorney  
Charles Anderson, BCC Commission Auditor  
Joe Rasco, BCC Office of Intergovernmental Affairs